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20 June 1949

MEMORANDUM

TO: GOS

FROM: Mr. [REDACTED]

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SUBJECT: Recommendations for Joint Training Program

REFERENCES: (1) Conference on OPC training, report and recommendations
(2) Report of conference on 21 May 1949
(3) Proposed organization and responsibilities of Joint Training Staff
(4) Memo, TRS to ADSO, 3 June 1949, subj: OSO/OPC Training, with attached memo from TRS to Acting ADSO, 10 January 1949, subj: CIA Organization and Functions

ENCLOSURE: Chart

1. As a result of our studies of the reference material and our participation in the conference of 21 May 1949, we propose the following unified training program. This program is based on three general principles: e.g.,

- a. Use all existing or potential training facilities outside of CIA for training which is not exclusively characteristic of OPC and OSO operations. Examples: Foreign Service Institute, Army para-military facilities, Navy or Coast Guard maritime facilities.
- b. In reorganizing training, carefully define those elements which are common to OSO/OPC operations, and incorporate them in a combined training program.
- c. Under the administration and control of a Joint Training Committee, carefully segregate and secure those elements of OPC or OSO training which are exclusive to their respective operations.

2. In the light of the above principles we submit the attached organizational plan (see chart). This plan recognizes that completely satisfactory unification of training facilities without actual unification of OSO and OPC is not possible. However, because there is essential agreement in both OSO and OPC as to the desirability of unified training, and because of the substantial economies in manpower and money that could be achieved thereby, we have attempted to provide as great a measure of unification as is feasible at this time, in an organizational form which lends itself to complete unification when that is possible.

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3. The unified OSO/OPC training program, as we conceive it, will be given its policy direction by a Joint Training Committee of three, consisting of the Chief of Training, an OPC officer, appointed by the ADPC, who shall be on the policy level of that organization, and an OSO equivalent of the OPC officer. It is essential, we feel, to the success of this joint training operation that all matters of policy, phasing, and priority be settled promptly by officers capable of reflecting accurately the policies of the ADPC and the ADSO. Therefore, we propose that the OSO and OPC representatives on the Joint Training Committee be either the Deputy ADPC and Deputy ADSO, the Executive Officers of the two organizations, or the respective Chiefs of Operations. We feel further that the importance and uniqueness of the joint training operation fully justify the elevation of the Chief of Training to a position of equality with respect to the other two members of the Joint Training Committee.

4. The function of the Joint Training Committee will be to determine training policies, programs and priorities in the light of the requirements of OSO and OPC, and to adjust any differences arising from a conflict in those requirements. In the event that such differences cannot be adjusted within the Joint Training Committee, they will be referred to the ADPC and ADSO for settlement. Other duties of the Joint Training Committee are described in par. 3 c, e, g, h and i in the reference document (3).

5. The Chief of Training, with the guidance of the Joint Training Committee, will direct and administer the entire training program and establishment for the two offices.

6. The Chief of Training will have an Executive Officer, who will be responsible for all necessary liaison with outside agencies supplying training resources, such as the Foreign Service Institute. He will carry out such administrative duties as are delegated to him by the Chief of Training, and will also direct the work of the Training Materials and Research Section, whose resources will be available to the entire training organization.

7. The Deputy for Combined Training will be responsible to the Chief of Training for executing all training programs in the area of joint or mutual interest for OSO and OPC. This would include:

a. Basic and intermediate training in clandestine operations for staff personnel;

b. Training in administrative procedures peculiar to clandestine operations, such as the use of special funds;

c. Training in special techniques of the sort characterized as "investigative" by OSO;

d. Language training.

Approved For Release 2001/05/11 : CIA-RDP78-06365A001100090023-7

SECRET
- 2 -

SECRET

8. The Deputy for OSO training will be responsible to the Chief of Training for all OSO training in special techniques, training which by virtue of its highly classified nature or of its exclusively OSO character should be segregated. This includes all tutorial training for covert OSO agents. We believe this segregation is required to preserve the security and integrity of a long-range, peacetime intelligence service.

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9. The Deputy for OPC training will be responsible to the Chief of Training for all OPC training in special techniques, training which by virtue of its highly classified nature or of its exclusively OPC character should be segregated. This includes all tutorial training for covert OPC agents. In addition, the Deputy for OPC training will be responsible for training in guerrilla warfare, maritime operations, para-military and air operations conducted in areas maintained by the National Defense Establishment.

10. We recommend that a training liaison officer be appointed in both OSO and OPC, whose duties will be to advise and assist Planning, Operational and Case Officers in training matters, and to provide a means of communication between those officers and the Joint Training Organization.

11. The above plan of organization will, we feel, provide a high degree of flexibility and economy in the use of training personnel and facilities. Teachers from any of the three staffs described in the plan can be made available as required for either deep covert training on a tutorial basis or combined training on a group basis. Further, at the discretion of the Joint Training Committee individual students from OSO could be accepted in specified courses in the segregated training program of OPC, and vice versa. Finally, the recommended plan provides an opportunity, as the number of covert trainees increases or diminishes, for the most efficient use of safe house facilities.

12. In conformity with the principle that OSO/OPC should not undertake training activities which are not directly related to the clandestine activities of those organizations, we suggest that the course in basic CIA indoctrination and security be transferred to the jurisdiction of the Personnel Officer, CIA. This course could then be made available for all CIA indoctrinees except those whose security might be endangered by attendance.

13. We feel very strongly that in view of the present inadequacy of training facilities, priority should be given to:

a. Training a competent training staff and developing efficient training techniques; and

b. Training officers who will fill top staff positions of OPC and OSO.

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It is our conviction that both of these must take precedence over the training of major numbers of operatives who may have to be held in reserve for a long period of inaction.

14. Finally, in view of the progress that OSO has made in developing its own training facilities, it appears to us that OPB bears a proportionately heavier responsibility to contribute personnel and facilities to the joint program.

H.M.C.

H.H.H.

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